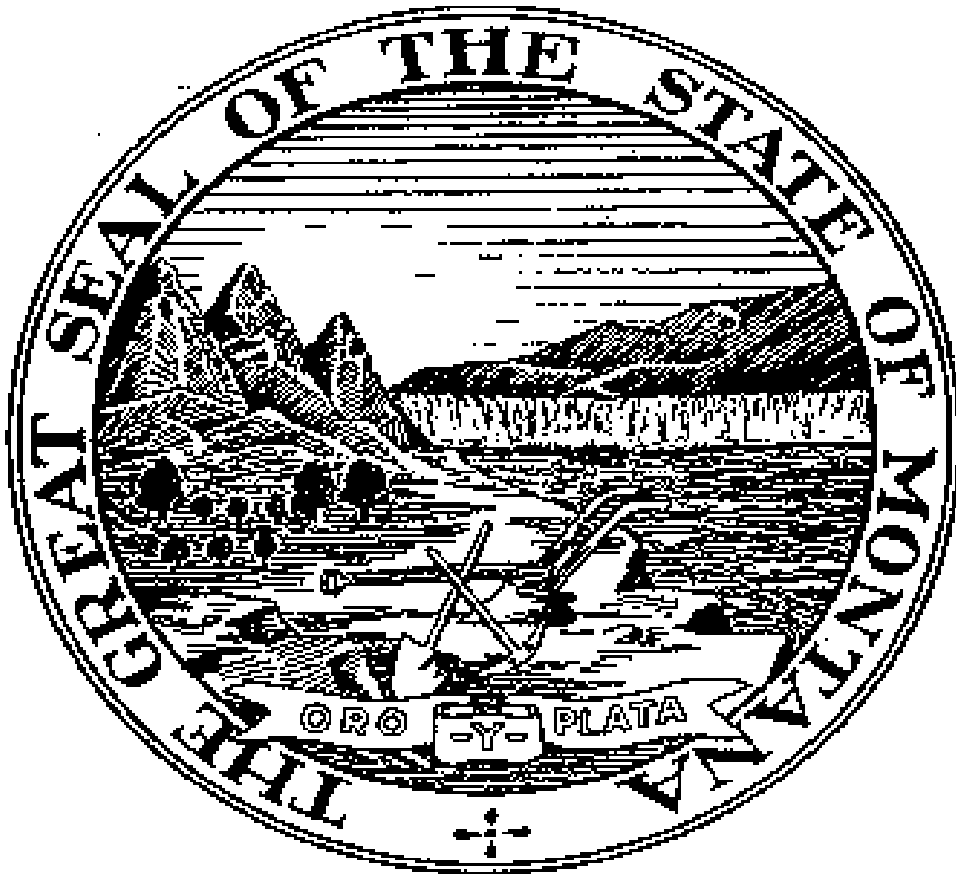


Safety Program Developmental Guide

Occupational Safety and Health Bureau



Montana Department of Labor and Industry

Prepared for Montana Employers
by the

Occupational Safety and Health Bureau
Montana Department of Labor and Industry
P.O. Box 1728
Helena, MT 59624-1728
(406) 444-6401

AN EMPLOYERS GUIDE TO THE DEVELOPMENT OF AN EFFECTIVE SAFETY AND HEALTH PROGRAM

A safe and healthful workplace depends on effective management to ensure that hazards are identified and that effective physical and administrative protections are established and maintained. An effective safety and health program will include:

- 1) **MANAGEMENT LEADERSHIP AND EMPLOYEE INVOLVEMENT**, through assignment of safety and health authority and responsibility to supervisors and employees and a system to hold them accountable;
- 2) **WORKPLACE ANALYSIS**, through regular worksite inspections, both external and internal, and through employee involvement;
- 3) **HAZARD PREVENTION AND CONTROL**, using physical protections and safe work practices, in a timely manner; and
- 4) **SAFETY AND HEALTH TRAINING** of supervisors and employees about the hazards they are exposed to, and the control of those hazards.

Management Leadership and Employee Involvement

- 1) Draft a company policy regarding safety and health and make it available to all employees. A policy statement from top management would help to inform your employees of the strength of management's commitment to workplace safety and health.
- 2) Establish clear goals and objectives regarding employee safety and health and communicate these goals and objectives to all personnel, from upper level supervision to those personnel performing specific job tasks.
- 3) Top management should recognize the economic and social value of a commitment to workplace safety and health, and then visibly demonstrate that commitment through appropriate leadership, participation, and support.
- 4) Consistent practice, by managers and supervisors, of safe and healthful work habits and an genuine concern for identifying and controlling hazards will set an example for employees and eliminate a common excuse for ignoring safe and healthful practices.
- 5) Encourage employees to participate in safety and health activities by providing systems for employee input and assistance in identifying and resolving safety and health problems. Such systems might include safety committees safety suggestions systems, incentive programs, and quality circles.
- 6) Clearly define the safety and health responsibilities of all personnel and communicate these responsibilities through formal policies , procedures, rules and training. Managers, supervisors, and employees in all parts of the organization need to know what is expected of them. .

- 7) Where authority and responsibility have been assigned, provide personnel with necessary resources, in money, time, and staffing, to effectively accomplish established objectives.
- 8) To assure that personnel at all levels are performing in the manner prescribed, conduct constructive performance appraisals relating to the safe performance of their job activities. Incorporate incentives and discipline systems to provide for correction and rewards as appropriate.
- 9) Establish policies and mechanisms to periodically evaluate your safety and health program effectiveness, note deficiencies, make recommendations for improvement and implement need changes. Such a review is commonly a function of a safety committee, equally represented by both management and employees.

Workplace Analysis

- 10) Have an expert in safety and health conduct periodic worksite audits to assist in identifying hazards, to verify the adequacy of existing hazard controls, and to help you keep current with changing safety and health requirements.
- 11) Conduct routine analysis of planned changes in production, processing, facilities, and materials to help you to anticipate and effectively deal with any safety and health related effects arising from such changes.
- 12) Define processes, procedures and activities which present known hazards. Where risk is greatest conduct job or task hazard analysis to establish effective procedures for eliminating or controlling the hazards defined. A review of the steps involved in each of the jobs at your worksite to identify the hazards or potential hazards of each will enable you to anticipate and prevent injuries and illnesses rather than react to them after they occur.
- 13) To detect recurring hazards, previously missed hazards, and failures in hazard control, conduct frequent self inspections of the facility or worksite using staff personnel who have received training in basic hazard recognition.
- 14) Establish systems and mechanisms to permit employees to report potentially hazardous conditions to management which include follow-up and feedback assuring that employees concerns for safety and health are effectively dealt with.
- 15) Formally review all accidents and "near-miss" incidents to help you to determine what allowed or caused them to happen and to prevent their recurrence.
- 16) Conduct a review of your injury and illness experience using documents such as the OSHA form 200, accident reports, and first aid reports, to detect pattern' s which might indicate a need for you to take corrective or preventive action.

Hazard Prevention and Control

- 17) Establish and implement specific formal policies, procedures, rules, and methods to assure the application of engineering controls, administrative controls, and the appropriate use of personal protective equipment to prevent and control hazards. In addition to general safety and health rules and discipline, typical policies and procedures might include; Lock-out Tag-out, Hazard Communication, Hearing Conservation, Process Safety Management, Respirator Use and Care, Materials Handling, Tool Safety, Machine Guarding, or others suited to your worksite operations and activities.
- 18) Establish engineering and maintenance systems, programs, and policies to ensure that all equipment, tools, and machines (including personal protective equipment) are safely maintained in accordance with manufacturers recommendations.
- 19) Review your work processes to identify potential emergencies. Then develop a plan for responding to them, to allow quick reaction to prevent serious harm. Train personnel on the emergency plan and conduct drills where appropriate to ensure that supervisors and employees know immediately what to do when an emergency arises.
- 20) Conspicuously post emergency telephone numbers and other emergency information, and identify exits and emergency exit routes to strengthen the ability for quick and safe response to emergencies.
- 21) Where appropriate, obtain the assistance of occupational health professionals to identify health related hazards and to help train employees to recognize, prevent and control such exposures. Typical of such assistance are; noise abatement, hazardous materials exposure abatement, ergonomics evaluation, ventilation design, respiratory protection methods, process safety management, etc.
- 22) Where an infirmary, clinic, hospital, or physician is not reasonably accessible, in terms of time or distance, for the treatment of all injured employees, provide suitable first aid supplies at a readily available location to assist in emergency care and ensure that an adequately trained person is available to render first aid if an injury or illness occurs.

Safety and Health Training

- 23) Provide formal and informal training, including on the job training, to help employees recognize, protect against, and control the specific hazard exposures relating to their job activities. Educating employees of the hazards in their work, how they can be hurt, the nature of the potential harm, and how to work safely will increase the likelihood that they will work safely. Reinforcing workers safe practices by acknowledging them, and by providing retraining or discipline for unsafe work, will ensure they know you are committed to their safety and health.

24) To ensure that the employees they supervise follow safety and health rules and safe work practices, supervisors need to be instructed as to their responsibilities and the reasons for those responsibilities. In addition, supervisors should receive training in worksite hazard analysis. Such training teaches them to recognize the hazards in jobs under their supervision and to understand how the hazards can cause harm and the nature of that harm. They learn to develop appropriate rules and work practices necessary for control of workplace hazards. Supervisors also need training on how to educate their people in safe and healthful work practices and on how to enforce those practices.

25) Top management personnel need to recognize that their role is essential to the establishment and implementation of an effective safety and health program. Management personnel must: establish and communicate policies; guide their subordinates in the setting of safety and health goals and objectives; provide needed resources including, money, machines, materials, methods, staffing and time; and they must motivate personnel through active participation in and support of safety and health activities.